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No. 86-421

Supreme Court, U.S.
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IN THE
Supreme Court of the United States

OCTOBER TERM, 1986

BOARD OF DIRECTORS OF ROTARY
INTERNATIONAL, et al.,

Appellants,

v.

ROTARY CLUB OF DUARTE, et al.,

Appellees.

**Appeal from the Court of Appeal
of the State of California
Second Appellate District**

JOINT APPENDIX

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**APPEAL DOCKETED SEPTEMBER 16, 1986
JURISDICTION POSTPONED NOVEMBER 3, 1986**

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The following opinions, decisions, judgments, orders, and parts of the record to which the parties wish to direct the Court's attention have been omitted in printing this joint appendix because they appear on the following pages in the appendix to the printed Jurisdictional Statement:

Memorandum of Decision of the Superior

Court, Filed February 8, 1983 J.S. App. A-1

Statement of Decision of the Superior

Court, Filed March 21, 1983 J.S. App. B-1

Opinion of Court of Appeal, Filed

March 17, 1986 J.S. App. C-3

Order of Court of Appeal Modifying

Opinion and Denying Rehearing,

Filed April 9, 1986 J.S. App. C-1

Order of California Supreme Court

Denying Petition for Review,

Filed June 18, 1986 J.S. App. D-1

Notice of Appeal to the United States

Supreme Court, Filed July 14, 1986 J.S. App. E-1

Stipulation Regarding Certain

Undisputed Facts and Related Portions

of the Record J.S. App. F-1

Deposition of Herbert A. Pigman, General

Secretary of Rotary International J.S. App. G-1

CHRONOLOGICAL LIST OF RELEVANT DOCKET ENTRIES

- June 20, 1978—Plaintiffs' original complaint for declaratory relief filed in Superior Court of the State of California for the County of Los Angeles.
- December 8, 1978—Defendants' demurrer to complaint filed
- January 8, 1979—Plaintiffs' first amended complaint for injunctive and declaratory relief filed
- February 22, 1979—Defendant's demurrer to complaint filed
- May 7, 1979—Order entered overruling defendants' demurrer to the complaint
- June 12, 1979—Defendant's answer filed
- November 29, 1982—Trial briefs
- November 29, 1982—Stipulation regarding certain undisputed facts and related portions of the record
- December 2, 1982—Bench trial of action commenced
- December 9, 1982—Defendant's Supplemental trial brief.....
- December 16, 1982—Plaintiffs' Response to Defendant's Supplemental trial brief.....
- February 8, 1983—Minute Order of Superior Court rendering its Intended Decision for defendants
- February 8, 1983—Memorandum of Decision of Superior Court
- March 21, 1983—Judgment of Superior Court entered for defendants
- March 21, 1983—Statement of Decision of Superior Court.....
- March 28, 1983—Minute Order of Superior Court declaring plaintiffs' objections to proposed statement of decision untimely and moot.....

March 29, 1983—Notice of entry of judgment filed . .	
April 19, 1983—Plaintiffs' notice of appeal filed	
March 17, 1986—Opinion and judgment of the Court of Appeal of the State of California	
April 9, 1986—Order of Court of Appeal Modifying Opinion and Denying Rehearing	
June 18, 1986—Order of California Supreme Court Denying Petition for Review	
July 14, 1986—Notice of Appeal to United States Supreme Court filed	
September 16, 1986—Appeal docketed	
November 3, 1986—Order of United States Supreme Court postponing consideration of jurisdiction to the hearing on the merits	

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SUPERIOR COURT OF THE STATE OF CALIFORNIA
FOR THE COUNTY OF LOS ANGELES

ROTARY CLUB OF DUARTE,
MARY LOU ELLIOTT, AND
ROSEMARY FREITAG,

Plaintiffs,

vs.

BOARD OF DIRECTORS OF
ROTARY INTERNATIONAL,
ROTARY DISTRICT 530, PAUL
G. BRYAN, OLIVER BATCH-
ELLER and DOES I through XX,

Defendants.

No. C 244 753

AMENDED
COMPLAINT FOR
INJUNCTIVE AND
DECLARATORY
RELIEF

(Civil Code Section 51)
(California Constitution
Article I, Section 8)
(C.C.P. Section 526)

Plaintiff alleges:

(transcript numbers omitted in printing)

FIRST CAUSE OF ACTION

1. That plaintiff Rotary Club of Duarte has been a member of defendant Rotary International since 1952, approved and organized as a service club under the Articles and By-Laws of Rotary International and, as a non-profit association under the laws of the State of California.
2. That Donna Bogart was a female member of the Rotary Club of Duarte and is a resident of the City of Duarte, County of Los Angeles.
3. That plaintiff Mary Lou Elliott is a female member of the Rotary Club of Duarte and resident of the City of Glendora, County of Los Angeles.
4. The plaintiff Rosemary Freitag is a female member of the Rotary Club of Duarte and resident of the City of Pasadena, County of Los Angeles.
5. That defendant Board of Directors of Rotary International (henceforth referred to as "Board") is the administrative body of Rotary International, an association with over 800,000 members in 152 countries, formed under Illinois State law and with its headquarters located in the City of Evanston, State of Illinois.
6. That defendant Rotary District 530 is a local association of Rotary Clubs, encompassing within its jurisdiction the Rotary Club of Duarte with its office located in the City of Pasadena, County of Los Angeles.
7. That defendant Paul G. Bryan was District Governor of Rotary District 530 for the 1977-78 fiscal year and is a resident of the City of Pasadena, County of Los Angeles.

8. That defendant Oliver Batcheller is District Governor of Rotary District 530 for the 1978-79 fiscal year and a resident of the City of Claremont, County of Los Angeles.

9. That plaintiffs do not know the true names of defendants sued herein as Doe I through Doe XX.

10. That on or about March 3, 1977, plaintiff Rotary Club of Duarte wrote a letter to the then District 530 Governor Paul Lippold requesting a change in the Duarte by-laws to permit membership of women in the Rotary Club of Duarte.

11. That no answer to this request was received.

12. That in March, 1977, Donna Bogart was invited to join plaintiff Rotary Club of Duarte and did become a member of said club.

13. That on or about July 28, 1977, defendant District Governor Paul G. Bryan attended a meeting of plaintiff Rotary Club of Duarte, was introduced to Bogart as a member and chairperson of the Education Committee.

14. That the dues for Donna Bogart were received by defendant Board of Governors of Rotary International for the period July 1 through December 31, 1977.

15. That the aforementioned dues were accepted in the name of "Donna Bogart" and Bogart received her subscription to the Rotarian Magazine in the name of Donna Bogart.

16. That at the aforementioned July meeting defendant Bryan suggested that dues for Donna Bogart should be submitted in the name of "D. Bogart" or "Don Bogart."

17. That subsequent to the meeting of July 28, defendant Bryan met with other Rotary clubs in Rotary District 530, acknowledged that the Rotary Club of Duarte had a

female member, and stated that he thought her membership had been submitted under the name of D. or Don Bogart.

18. That plaintiffs Rosemary Freitag and Mary Lou Elliott were admitted to membership on or about October 26, 1977.

19. That on or about December 17, 1977, defendant Paul Bryan telephoned Bill Brooks, Secretary-Treasurer for plaintiff Rotary Club of Duarte, and informed him that plaintiff Rotary Club of Duarte must drop its women members or its charter would be revoked.

20. That on or about January 10, 1978, defendant Bryan wrote to Dr. Richard C. Key, president of plaintiff Rotary Club of Duarte, and directed a request be made and accepted for the resignation of Bogart and plaintiffs Elliott and Freitag.

21. That on or about January 19, 1978, a telegram from Harry A. Stewart, General Secretary of Rotary International, was received by Dr. Key requesting confirmation of the membership of women in the Rotary Club of Duarte.

22. That on or about January 20, 1978, Dr. Key wrote Mr. Stewart to inform him that the membership of plaintiff Rotary Club of Duarte had unanimously voted to refuse to terminate women members and to refuse to ask women members to voluntarily resign from the Club.

23. That on or about January 23, 1978, Mr. Stewart wrote Dr. Key and Mr. Brooks to indicate that a hearing would be conducted on February 23, 1978, by defendant Board of Directors to consider disciplinary action to suspend or expel plaintiff Club.

24. That on or about February 23, 1978, the aforementioned hearing was held by defendant Board.

25. That on or about February 23, 1978, plaintiff Rotary Club of Duarte was informed by telegram that its charter would be revoked no later than March 27, 1978, if said Club did not expel its women members.

26. That on or about March 21, 1978, Dr. Key wrote to Jack Davis, President of Rotary International, filing an appeal to the Rotary Convention to be held in Tokyo, Japan in May, 1978, and requesting a delay in the expulsion of plaintiff Rotary Club of Duarte until after the convention.

27. That on or about March 28, 1978, Mr. Stewart wrote Dr. Key to inform him that plaintiff Rotary Club of Duarte had been terminated on March 27, 1978, that plaintiff Rotary Club of Duarte was no longer entitled to use the name, emblem, or other insignia of Rotary International, and that plaintiff Rotary Club of Duarte must return its charter.

28. That at its annual international convention in Tokyo, Japan on or about May 16, 1978, Rotary International denied the appeal of the Rotary Club of Duarte for reinstatement in Rotary International.

29. That plaintiffs have exhausted all available administrative remedies.

30. That the object of Rotary International as indicated in its Constitution, Article III, is:

"The object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:

First. The development of acquaintance as an opportunity for service;

Second: High ethical standards in business and professions; the recognition of the worthiness of all useful

occupations; and the dignifying by each Rotarian of his occupation as an opportunity to serve society;

Third. The application of the ideal of service by every Rotarian to his personal, business and community life;

Fourth: The advancement of international understanding, good will, and peace through a world of fellowship of business and professional men united in the idea of service."

31. That the Constitution of Rotary International Article IV, Section 3, provides in part:

"(a) A Rotary Club shall be composed of men with the qualifications hereinafter provided and no club shall be qualified for membership in Rotary International unless the qualifications of its active members are as follows:

They are adult male persons of good character and good business or professional reputation; and . . ."

32. That Rotary International is a business establishment within the meaning of the use of that term in the Unruh Civil Rights Act (Civil Code Section 51 et seq.).

33. That defendants Board of Governors of Rotary International, Rotary District 530, Paul G. Bryan, Oliver Batcheller and Does I through XX are in violation of the Unruh Civil Rights Act.

SECOND CAUSE OF ACTION

34. That plaintiffs re-allege paragraphs 1 through 29 of their First Cause of Action and incorporate the same by reference as though fully set forth herein.

35. That Bogart and plaintiffs Elliott and Freitag are being impeded in pursuing their businesses, professions, vocations or employment by the refusal of defendants to allow them to belong to the Rotary Club of Duarte in violation of Article I, Section 8 of the Constitution of the State of California which reads:

"A person may not be disqualified from entering or pursuing a business, profession, vocation, or employment because of sex, race, creed, color, or national or ethnic origin."

THIRD CAUSE OF ACTION

36. That plaintiffs re-allege paragraphs 1 through 29 of their First Cause of Action and incorporate the same by reference as though fully set forth herein.

37. That Rotary International knowingly condoned the membership in Rotary of Donna Bogart for the period July 1 through December 28, 1977.

38. That defendant Paul G. Bryan and Does I through XX knowingly condoned the membership in Rotary of Donna Bogart for the period of not less than July 28 to December 28, 1977.

39. That Paul Lippold, immediate past District Governor of defendant District 530 knowingly condoned the membership in Rotary of Donna Bogart for the period he was in office.

40. That the conduct of defendants Board of Directors and Does I through XX and Paul G. Bryan induced plaintiffs to accept women members in the Rotary Club of Duarte and to apply for and be accepted as members of said Rotary Club of Duarte.

41. That defendants seek to deny the right of plaintiff Rotary Club of Duarte to comply in its policies with the Constitution and laws of California.

42. That plaintiffs have no adequate remedy at law, or otherwise, for the harm and damage threatened to be done by defendants, as evidenced by the allegations as set forth in the paragraphs above.

43. That irreparable harm, damage and injury will follow and be done to plaintiffs unless the acts and conduct of defendants above complained of are declared void as prayed for below.

WHEREFORE, plaintiffs pray

1. That defendants be preliminarily and permanently enjoined from declaring the charter issued to the Rotary Club of Duarte to be null and void, from compelling the delivery of the charter to any representative of Rotary International, from prohibiting the Rotary Club of Duarte of any of its members from using the name, emblem, and/or other insignia of Rotary International, and from enforcing any provision of the articles and/or by-laws of Rotary International that might limit membership in the Rotary Club of Duarte to males.

2. That plaintiff Rotary Club of Duarte be reinstated to its place as a member of Rotary International and Rotary District 530.

3. That defendants allow plaintiff Rotary Club of Duarte full participation in the District 530 conference and all other district activities.

4. That the court declare that the acts of defendants, in so far as they seek to compel plaintiff Rotary Club of Duarte to expel its women members and to deny plaintiffs Elliott

and Freitag their right to belong to the Rotary Club of Duarte and Rotary International.

5. That plaintiffs be awarded costs herein.

6. That plaintiffs be awarded such other and further relief as the court may deem proper.

Dated:

By SANFORD K. SMITH
Sanford K. Smith

By CAROL AGATE
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(Certificate of service omitted in printing)

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SUPERIOR COURT OF THE STATE
 OF CALIFORNIA
 FOR THE COUNTY OF LOS ANGELES

ROTARY CLUB OF DUARTE,
 MARY LOU ELLIOTT, AND
 ROSEMARY FREITAG,

Plaintiffs,

v.

BOARD OF DIRECTORS OF
 ROTARY INTERNATIONAL,
 ROTARY DISTRICT 530, PAUL G.
 BRYAN, OLIVER BATCHELLER
 and DOES I through XX,

Defendants.

No. C 244,753

ANSWER TO
 COMPLAINT

Defendants Board of Directors of Rotary International, Rotary District 530, Paul G. Bryan and Oliver Batcheller ["Defendants"], for themselves alone, answer plaintiffs' "Amended Complaint for Injunctive and Declaratory Relief" ["Complaint"] as follows:

First Cause of Action.

1. Allege they have no information or belief on the subject sufficient to enable them to answer the allegations of Paragraphs 2, 3, 4, 9, 10, 11, 12 and 18 of the Complaint, and based upon such lack of information or belief, denies generally and specifically each and every allegation of said Paragraphs.

2. Admit the allegations of Paragraph 1 of the Complaint, except defendants deny that plaintiff Rotary Club of Duarte has been a member of Rotary International after March 27, 1978.

3. Admit the allegations of Paragraphs 5, 7, 8, 14, 20, 21, 22, 23, 24, 25, 26, 27, 28, 30 and 31 of the Complaint.

4. Admit the allegations of Paragraph 13 of the Complaint, except defendants deny that Paul G. Bryan was introduced to Donna Bogart as a member of plaintiff Rotary Club of Duarte.

5. Deny generally and specifically each and every allegation of Paragraphs 6, 15, 16, 17, 19, 29, 32 and 33 of the Complaint.

Second Cause of Action.

6. Defendants reallege and incorporate by reference herein Paragraphs 1 through 5 of this Answer to this Complaint as if set forth fully here, in answering Paragraph 34 of the Complaint.

7. Deny generally and specifically each and every allegation of Paragraph 35 of the Complaint.

Third Cause of Action.

8. Defendants reallege and incorporate by reference herein Paragraphs 1 through 5 of this Answer to Complaint as if set forth fully here, in answering Paragraph 36 of the Complaint.

9. Deny generally and specifically each and every allegation of Paragraphs 37, 38, 39, 40, 41, 42 and 43 of the Complaint.

AFFIRMATIVE DEFENSES

10. As a First affirmative defense to the Complaint, defendants allege that the First, Second and Third Causes of Action fail to state facts sufficient to constitute a cause of action against these defendants.

11. As a Second affirmative defense to the Complaint, these defendants allege that the First, Second and Third Causes of Action are barred by laches and estoppel.

12. As a Third affirmative defense to the Complaint, these defendants allege that the First Cause of Action cannot constitute a claim against these defendants because neither Rotary International nor any of its affiliated Rotary Clubs are business establishments generally open to the public and engaged in the sale of goods or services.

13. As a Fourth affirmative defense to the Complaint, these defendants allege that the Second and Third Causes of Action are a restraint upon the law making power of the state, and not against private organizations.

14. As a Fifth affirmative defense to the Complaint, these defendants allege that the First, Second and Third Causes of Action are barred because there is no significant

involvement by the state in the activities of Rotary International or its affiliated Rotary Clubs.

15. As a Sixth affirmative defense to the Complaint, these defendants allege that the Third Cause of Action fails to state facts sufficient to constitute a Cause of Action because an injunction will not lie for past conduct.

WHEREFORE, these Defendants pray for judgment as follows:

1. That plaintiffs take nothing by their Amended Complaint;
2. For defendants costs of suit incurred herein; and
3. For such other and further relief as the Court may deem just and proper.

DATED: June 8, 1979.

DARLING, HALL, RAE & GUTE

By PAUL L. GIANNINI

Paul L. Giannini

Attorneys for Defendants

Board of Directors of

Rotary International,

Rotary District 530,

Paul G. Bryan and Oliver Batcheller

(Certificate of Service omitted in printing)

Exhibit 9

(Logos and Exhibit Stamp omitted in printing)

Rotary International No. 540**Business relations conferences**

One of the most satisfying vocational service programs for the Rotarian is the business relations conference. The Rotarian learns management techniques that help improve his own business or professional skills. He receives the inspiration of discussing business problems with experts in his own or related fields. And he enjoys the fellowship of sharing ideas with fellow Rotarians.

But equally important is the fact that a business relations conference serves to spread the ideal of Rotary to the general business community in a number of ways. First, by participation of non-Rotarian businessmen in panels and seminars and, second, through the possibility of receiving publicity in the general news or business sections of newspapers and on the broadcast media.

A business relations conference may be known by many names, such as "business clinic" and "vocational seminar." It can cover many topics from labor relations to management methods. A conference can cover a broad spectrum of subjects or it can be built about one theme.

However, though this may be a flexible program, its success depends greatly on the care with which the program is planned, whether it is undertaken by a single club, several clubs jointly, or by an entire district.

Business relations conferences around the world

Vocational Service Seminar is the new name of the oldest business relations conference in Rotary, drawing delegates from all the clubs in districts 642 and 644 (Illinois, U.S.A)

Vocational Service Rallies were hosted by several clubs in district 105. At Manchester, England, the rally was addressed by the Minister of Labour and the chairman of the British Institute of Management.

The Business Relations Conference of districts 317 and 320 (India) has three sessions over two days on "the social context of business." Experts in commerce, industry and government discussed with great frankness the need for a reappraisal of the ethical standards of the business community.

The Business Clinic of district 528 (California, U.S.A.) broke all records at its ninth annual meeting. More than 1,000 Rotarians attending heard leaders in various fields forecast business conditions.

Relations of Business to Government was the theme of a vocational service seminar sponsored by districts 589 and 591. These two districts have alternated sponsorship of these conferences.

A Vocational Service District Assembly held at Toronto, Canada, invited all the vocational service committee chairmen of district 707 for a sharing of experiences in club activities.

Business Relations Conference of district 762 (Maryland, U.S.A.) featured a post-conference brochure with a complete transcript of its proceedings.

A Business Relations Conference for local businessmen was organized by the Rotary Club of Ipoh, Malaysia, to study the ethical aspects of their trade relations.

Business and Professional Man's Clinic of district 526 (California, U.S.A.) spread over two days stressed the problems of small business.

An Intercity Forum on the Philosophy of Management at Freemantle, Australia, drew a large audience of non-Rotarians and resulted in many improvements in business and professional practices.

Organizing the conference

Conference Committee. A special committee to arrange all the details is necessary if the conference is to be a success. Such a committee normally is charged with finding a suitable meeting place, arranging for participants, making sure that feeding and sleeping facilities (where required) are adequate. In those cases where a district is sponsoring the conference, the committee must also find a club to be host to the conference.

The committee stage-manages the conference and is responsible for the report of the conference proceedings which is sent to all participants.

Host Club. The host club makes on-the-spot arrangements through reception, registration and publicity committees. The entire membership is enlisted to provide a warm welcome to Rotarians from other clubs both before and during the conference.

Program

The program is the key to success. The conference committee must plan it carefully with definite philosophy in mind. A theme must be chosen for its appeal and importance to businessmen. Then the committee must decide what subjects come under this theme and the right experts must be found.

A good program will allow experts and participants to confront each other directly in discussion and debate, which may be leavened with entertainment and fellowship.

Developing the program

Theme. Choose a conference theme that is important and timely and which would offer a challenge to participants. Themes should be comprehensive but not so generalized as to be of interest to no one in particular.

Finding timely themes should not be too difficult. The members of the committee can consider those topics which are of current interest to them as businessmen and they can go through the business pages of newspapers and examine the latest business and trade publications for dominant subject matters.

Most importantly, some way to relate the theme of the conference to the ideal of Rotary should be found. Business ethics, employer-employee relations, competitor relations—all aspects of vocational service—will be found to be germane.

Participants. While the experts may not be Rotarians, they should be well-enough known to create interest in the conference. In choosing a topflight executive to participate in your conference, remember that a further advantage is that this may help introduce a desirable non-Rotarian to Rotary.

Short talks by experts can be followed by panels at which Rotarians can quiz the experts. Be sure to arrange for participants at the conference to have plenty of opportunity to mingle with the experts informally so that there can be a meaningful exchange of ideas and information.

Buzz Session. Another technique that will help to get the most participation into the conference is the buzz session. This simple but effective method involves dividing the audience up into small groups of perhaps eight to ten and having these groups confer after a talk. For 15 or 20 minutes

they can discuss the talk and formulate questions or observations. One of their number will be designated to report the group's consensus or ask its questions of the speaker. Outstanding points may be recorded on a blackboard as the reports proceed.

Punchless Playlet. A playlet or a punchless playlet can be included in the program as a challenge to participants. This form of entertainment helps vary the format of talks and discussions. R.I. offers four playlets in "Vitalizing Vocational Service" (No. 520), which would fit in with this kind of program. It is also possible that someone within the club or district could write something suitable. Punchless playlets are particularly suitable for stimulating independent thinking and precipitating discussion.

Brainstorming. A good way to warm up an audience is to have a panel "brainstorm" a problem for solutions and follow this with a buzz session by the audience. Brainstorming is a process whereby a group gets together to put forth any and all solutions that enter their minds no matter how silly or impractical they sound. These ideas are recorded in writing and later are culled for the best ideas. The key to brainstorming is that the process must be uninhibited.

Debating. A debate can also add to the interest of the conference. Some controversial topic like labor relations—with representatives of labor and management confronting each other—offers great appeal in this kind of conference.

Luncheon Address. A luncheon address offers another opportunity to add value to a conference. The possibilities are many. One would be a "big name" speaker. Another possibility would be some distinguished Rotarian. However, it is not always best to think in terms of big names. An extempo-

aneous talk by some participant on "How we can use what we have learned" can be most effective.

Arrangements

It is important that you get the best physical setting available for your conference, and that you promote vigorously and make sure it is soundly financed. And, remember, to follow through afterward on all aspects.

Physical Setup. If the conference is held in a large district or by several districts jointly, the place chosen should be as central as possible for the convenience of all concerned. This consideration will limit the committee in its search for a host club.

Facilities should be adequate for meetings and for lodging participants. A good hotel or motel, a country club or a resort are ideal.

Duration. Length of time of the conference is important and should be determined by the distance participants have to travel. A one-day conference is cheaper since lodging does not have to be included; but a conference beginning in the afternoon and concluding at lunch the next day would be better if many participants have to travel any great distance.

Finances. Sound financing means that a budget should be carefully prepared and a registration fee should be collected from every participant. The budget for the conference should include promotional expense, rental of meeting place and production of a mimeographed "Highlights" of the conference. Registration fee can cover meals and lodging or administration fees.

The host club can be responsible for collecting registration fees. However, one long-standing business relations conference has established the rule that every club in the two

districts involved obligate itself to at least two registrations. Thus the conference can count on broad participation, since the fee covering all meals and lodging is small. The clubs are encouraged to send participants in addition to the pre-paid registrations.

Promotion. There is no point in having a business relations conference if no one shows up for it. One way to ensure good attendance is to promote the conference enthusiastically and vigorously throughout the district or districts involved.

The best promotion is the person-to-person kind. The wholehearted cooperation of the host club is essential. Each member of that club should be persuaded to take his hosting responsibilities personally.

The conference committee should meet with the host club to explain these responsibilities fully. It should leave this meeting assured that these responsibilities will be discharged. The host club should form two committees, one to receive and register participants and the other to promote the conference.

The host club can assign each member one or more clubs in the conference area as his personal responsibility. The chairman of the vocational service committee in each club can be his contact. Personal letters and visits from members of the host club can add weight to the publicity materials provided.

Publicity. Publicity materials can include a printed program, a small poster to display in meeting places, and a letter or invitation signed by the district governors, the president of the host club and the chairman of the conference committee.

Emphasize the personalities of the invited experts, their topics and the overall theme of the conference in the promotion. Feature pictures and biographies of the experts in order to persuade business and professional men to attend the conference.

Follow Through. It is important to encourage the participants to share what they learn at the conference with their clubs. In a sense, this is the idea of the conference, to carry the vocational service idea to as many Rotarians as possible.

These participants can share their experience through club programs and fireside meetings, and the conference committee can help them in this job by providing the mimeographed "highlights" of the conference as soon as possible—the more detailed, the better. In some cases, a full transcript of the talks has been provided.

The "highlights" not only spread the influence of the conference, but provide a solid basis for promoting future business relations conferences since those who did not attend may be convinced they really missed something.

**Rotary International
1600 Ridge Avenue
Evanston, Illinois, U.S.A. 60201**

Exhibit 10**Rotary International
No. 501****What Can We do In Vocational Service?**

A Rotary club without a working Vocational Service program is not living up to the spirit of its charter. Rotary is based on the classification principle and Vocational Service is the one avenue of service that is related directly to this principle. Rotary derives its name from the historic fact that the first Rotary club in Chicago rotated its meeting site to a different member's place of business each week, thus underscoring the vocational foundation of its philosophy. It was only as membership grew and this practice became unwieldy that the luncheon meeting was initiated.

A Vocational Service program should create understanding within and between the various occupations in the community and insure improved ethical and practical relations among them.

Vocational Service is a personal obligation incurred by every Rotarian. In filling a classification, he becomes *the* representative of his vocation in that community. The Rotary club must emphasize this obligation, not only when the new member enters the club but also at regular intervals thereafter. The club also has a duty—and a right—to ask each member if he is discharging his vocational obligation.

This personal obligation means that each Rotarian communicates to his colleagues, customers, competitors, and suppliers the ideals of Rotary and in turn he imparts to his fellow club members the ideals of his vocation.

Vocational Service Week: Each year, the week that includes 15 October is designated as Vocational Service Week. It has been so designated by the board of directors of R.I. "to emphasize the involvement of each Rotarian, and not just clubs, in the everyday practice of the ideals of Vocational Service." Many of the projects suggested in the following pages can be adapted for use as a Vocational Service Week program in your club. For example, the meeting could be held at a member's place of business that one week, with a Vocational Service award made as part of the occasion. Or, a courtesy contest or career information program could be launched or culminated during that week. These events offer an excellent opportunity to invite the media and officers of community government to attend.

Some Rotary clubs offer excuses for not having a Vocational Service program. A number of clubs say the concept is too vague. Others say it touches on delicate areas, more properly the province of religion, law, psychology, or ethics. Vocational Service, however, is in no way meant to be a substitute for any of these disciplines. It is simply a way of applying the concept of Rotary's ideal of service to business and the professions. There are many programs in Vocational Service that clubs have developed over the years and that you can adopt for your own club's benefit. Simply follow the steps outlined below.

First step: understanding the meaning

Only when you understand the meaning of Vocational Service can you fully realize the opportunities available to you. So, the first step is to launch a program that will create this understanding in your members. Each program suggested below can help do this. In addition, understanding can be gained by reading the basic text in Vocational Service—"Service Is My Business" (No. 50). This book, a

Rotary best seller for decades, is the most complete discussion of Vocational Service in print.

"Service Is My Business" cites actual problems and solutions arising in various business and professional situations. One can match these problems with those that are encountered in one's daily business. The similarity or contrast often is very illuminating.

Second step: stimulate personal application

Understanding the meaning of Vocational Service provides the basis for taking the next step: applying its principles to personal actions. Avoid a direct approach, which may seem intrusive and embarrassing to many members, by having a series of programs throughout the year to remind all members of Vocational Service and their obligation to apply its tenets. Here is a brief listing of program ideas:

Case studies: By using cases studies, actual business problems can be stated in a dramatic form that provokes discussion and encourages a free airing of opinion. There is no "right" answer. Participants draw on their own background to offer solutions to business problems or dilemmas, such as ethical behavior, employee relations, or problems arising with competitors. Helpful in setting up a program of case studies for your club is "Let's Get Down To Cases" (No. 57). This is a blueprint on how to develop such a program. It offers sample cases for study and tells how to develop your own cases from actual business problems submitted by your members.

Survey and report: Invite club members to tell, anonymously if they prefer, how they are "putting Rotary to work where they work." Give them printed questionnaires as they enter the meeting place. They can fill them out immediately and you can collect them at the end of the meal. Report the

results at the close of the meeting or in the club bulletin. Questions for such a program are provided in "Let's Get Down To Cases."

Rotation days: The early practice of rotating meeting sites from one place of business to another is evoked in the program referred to as Rotation Days. This involves holding an occasional weekly meeting at the workplace of a member or, if the workplace cannot handle a large club, perhaps an informal discussion meeting or a visit by a selected few members. In Roodepoort, South Africa, regular meetings were held in the workplaces of members to see how they were practicing the ideal of service. The Rotary Club of Bedford, Ohio, U.S.A., assigned six Rotarians to spend one half day with each of the other members at their places of business and report on how they were putting Rotary to work. The Rotary Club of Borås, Sweden, held evening meetings in the establishments of members so that all could become acquainted with each other's work. Some Rotary clubs in Switzerland ask members to give brief inspirational talks on the meaning of service to the employees of the plants they visit.

Guests at Rotary meetings: Employees, competitors, customers, and salesmen are invited by members casually or on special "days" to the Rotary club meetings. Guests can be presented copies of "Service Is My Business." When the entire membership of the Rotary Club of Toronto, Ontario, Canada, was invited to attend 17 meetings of the Vocational Service committee during the year, many brought key employees with them.

Influencing employees, competitors, customers: As leaders in the community and in their vocations, Rotarians are in an excellent position to spread the ideal of Rotary. The Rotary Club of London, England, found in a survey of

its members that collectively they employed more than one-quarter million people, an impressive potential for Rotary influence. How wide this influence can be is demonstrated by the experience of a member of the Rotary Club of Malmö-Slottsstaden, Sweden, who was a director of a nationwide watchmen service. He perceived that his employees needed to be helped to "raised their pride in their work, their regard for its honor, and their interest in the body they belong to." Instead of establishing rules for this purpose, he developed a process by which the watchmen discussed the problems of their occupation and worked out their own rules.

A team of three specialists on the ethics of work and employees morale—a high school principal, a clergyman, and an author—guided the process. Their first step was to send a discussion questionnaire to officials and employees of the company in which the problems were stated and analyzed. The fact that they were outsiders with only a superficial knowledge of watchmen and their work helped to convince the employees that rule-making was their own concern.

Three preliminary conferences led by members of the working team were held at different places in Sweden. The result of these conferences was a rough draft of rules of conduct for watchmen. A nationwide meeting involving 60 elected representatives of the watchmen followed. This meeting developed a 20-point code that was adopted by the watchmen.

This example of what one Rotarian was able to do could be a source of inspiration for others. The problem need not necessarily be one of a code of conduct, nor need it be on as wide a scale as it was in Sweden, but each Rotarian

may find some aspect of Rotary—for example, The 4-Way Test—which he feels might be of help to his employees.

Third step: Vocational Service project

It is not enough to start the Rotarian on a personal program of service through his vocation. You also should plan club Vocational Service projects. Though no club project can substitute for individual understanding and application, a worthwhile community project can serve to remind members of their Vocational Service obligation and, at the same time, expose non-Rotarians to this fine ideal.

Vocational Service award: Rotary clubs give Vocational Service awards to individuals who exemplify the ideal of service in their work. This award does not have to be confined to Rotarians. And, in fact, excellent public relations can be developed by giving the award to someone in the community who is not a club member.

The Rotary Club of Kimberley, C.P., South Africa, gives an award to a citizen who has contributed to the life and development of the city through his or her vocation.

The Rotary Club of Melbourne, Vic., Australia, gives an award annually to a Rotarian or non-Rotarian who is considered to have given a lifetime of service to the community through his or her vocation.

The 4-Way Test: The 4-Way Test provides the opportunity for many interesting programs. A sound approach and a listing of sources of materials for a program in this area is found in "Applying The 4-Way Test" (No. 502).

The Rotary Club of Berri, S.A.S., Australia, sponsored an essay contest on "How can I use The 4-Way Test in my life?" and "Is The 4-Way Test realistic in Australia?"

The Rotary Club of Bukavu, Sud-Kivus, Zaïre Republic, distributed The 4-Way Test in the community and members gave speeches on Vocational Service before 200 students.

Career information: Rotarians of the Rotary Club of Rio de Janeiro-Tijuca, Brazil, shared their business and professional experiences with youth through career conferences. Career conferences are a popular program with Rotary clubs. Examples of such programs and a plan for creating a program of your own can be found in "Career Information for Youth" (No. 554).

A comparison of codes: Some of the great achievements in Vocational Service have been the adoption of codes of correct practices by trade associations. A club can stimulate such efforts by asking members to submit the codes of their trade associations for comparison and criticism.

A courtesy contest: Thoughtfulness, helpfulness, and courtesy by salespeople and others who serve the public are rewarded by the Rotary Club of Standerton, South Africa. Publicity is the keynote of such a project.

Business expertise for small-business men: Some Rotary clubs, realizing that there are small-business men or would-be businessmen within their communities who are unable to succeed because of a lack of business expertise, have initiated programs to help them.

The Rotary Club of Tarzana, California, U.S.A., helped a man who was a member of a minority group start a shoe and saddlery repair business. Club members helped him by offering advice in their own fields of competence, such as banking (securing a loan), real estate (choosing a good business site), law (incorporating the business), etc.

The Rotary Club of Mufulira, Zambia, offered a course of three lectures on salesmanship, record keeping and relations with employees to local shopkeepers.

The Rotary Club of Davao, Philippines, with the cooperation of the University of Mindanao, has held several six-week small-business clinics offering training in scientific business management.

Discussion programs: Good subjects for discussion are employer-employee and buyer-seller relations. Similarly, other aspects of Vocational Service pose ethical problems that may interest your members. Bear in mind that when presenting controversial subjects before Rotary clubs both sides should be represented. Management and labor people, salesmen and purchasing agents, manufacturers, and dealers are some of the interests that may be teamed for debate. If strong views are expressed for only one side of the issue there should be opportunity for members to raise questions.

The Rotary Club of Chembur (Bombay), Mahar., India, sponsored a four-hour discussion of wage policies, capitalism, employee's rights and obligations, socialism, and laws affecting employers and employees.

The Rotary Club of Deland, Florida, U.S.A., was the scene of Rotary deliberation on the slogan: "The customer is always right."

Members of the Rotary Club of Dacca, Bangladesh, gave a series of talks on the theme: "Temptations in my business."

Members of the Rotary Club of Bathurst, N.S.W., Australia, debated the question of profit sharing as an answer to industrial unrest. They based their contentions on actual experience.

In Ipohk Perak, Malaysia, a physician, a patient, and an onlooker presented their views on medical practice to the club.

The play's the thing: Dramatizations of Vocational Service themes cast your club members in brief roles that launch a discussion of business problems.

Questions for a survey

It is easy to find out if your members are fulfilling their Vocational Service obligation. Ask them. One way to ask is to conduct a survey. To encourage frankness, permit anonymous replies. Following are the kinds of questions you might ask:

- What have you done to increase your service to society?
- Do you apply the ideal of "Service Above Self" when setting prices or fees?
- Are you honest in tax reports? Insurance claims? Expense accounts?
- How do you deal with complaints of deception by suppliers and customers?
- Do you encourage honesty in advertising? If so, how?
- Do you promote employees on the basis of merit and seniority or do you do so on the basis of irrelevant factors?
- Have you stimulated creativity and loyalty among your employees?
- What do you plan for the welfare of your employees?
- Are you making the influence of Rotary felt in your trade or profession? How?

- Have you acquainted the people who work with you with The 4-Way Test and "Service Is My Business"?

[Reporter's Transcript of Proceedings at 69-70]

Mr. Smith: As was suggested yesterday, we have worked out the stipulation regarding the testimony of Dr. Jacob Frankel which stipulation has been signed by counsel representing both parties in the case.

The Court: All right, fine.

Mr. Kennedy: This, just for the record, it is my understanding, the purpose of this stipulation as it will appear, is that if Dr. Frankel were called, he would testify to certain facts.

The Court: Yes.

Mr. Kennedy: In entering into this stipulation, the defendants do not, of course, concede the truth of those facts of that testimony.

Moreover, counsel for the plaintiffs understand that it is Rotary's contention that these facts are irrelevant and will—the admission, as it were, of this evidence is subject to such motion to strike.

The Court: All right.

Mr. Kennedy: And, finally, that one of the understandings of the defendants in entering into this stipulation is that the plaintiffs' case in chief is now closed.

The Court: Fine.

Mr. Kennedy: Is that agreeable?

Mr. Smith: That's agreeable with us.

Mr. Kennedy: Then I will give this to the clerk, if I may your Honor.

The Court: Fine.

Mr. Kennedy: And I will move to strike on the grounds of irrelevancy.

The Court: All right. Let me see it. I will deny the motion to strike. We will receive it in evidence as our next exhibit in order.

The Clerk: Your Honor, I've filed it already. It will just go into the file.

The Court: All right.

**STIPULATION RE TESTIMONY OF
DR. JACOB FRANKEL**

The parties stipulate that if he were called as a witness, Dr. Frankel would testify as follows:

He is president of California State College, Bakersfield and is a member of the Rotary Club of Bakersfield.

He considers Rotary membership to be essential in order for a college president to raise funds. All of the members of his cabinet are members of various Rotary Clubs and were encouraged to join Rotary as a part of their job. There are no women in the cabinet.

He used to be the treasurer of the Bakersfield Club and noted that only 8 or 10 out of the club's 200 members use personal checks to pay their dues. All of the other members' dues are paid by their companies or businesses.

Rotary District 530 does not include Bakersfield.

JOHN KENNEDY

John Kennedy for
Defendants

SANFORD SMITH

Sanford Smith for
Plaintiffs

(File stamp omitted in printing)

From Manual of Procedure—1981—; Exhibit A-3 to Deposition of Herbert A. Pigman

**Pg. 7 ADMINISTRATION OF ROTARY
INTERNATIONAL**

Membership of R.I.

The membership of R.I.. [Rotary International] is composed of 18,972 clubs with a membership of approximately 876,000 Rotarians (December, 1980). These individual Rotarians are members of their respective Rotary Clubs. The Rotary clubs are members of R.I. R.I. is the association of Rotary clubs throughout the World.

Basic Policy of Rotary International

1) First in order of importance is the advancement of the object of Rotary by the individual Rotarian.

2) The administration of Rotary International is important only insofar as it advances the object of Rotary through the application of the ideal of service by member clubs and individual Rotarians.

3) A fundamental principle underlying the administration of Rotary International is the substantial autonomy of the member Rotary clubs.

* * * *

Purpose of Rotary

* * * *

Rotary is an organization of business and professional men united worldwide who provide humanitarian service, encourage high ethical standards in all vocations, and help build goodwill and peace in the world.

Pg. 8: Board of Directors of R.I.

The Administrative body of R.I. is a board of directors consisting of seventeen members, . . .

The board is the administrative body of R.I. and has control and management of the affairs and funds of R.I. in conformity with the constitution and by-laws.

Pg. 12: Officers of R.I.

* * * *

President

* * * *

Pg.13: 6) The president will be the representative of Rotary to heads of state, governmental and civic leaders, news media and the public.

Pg.14: *General Secretary:* The general secretary is the active managing officer of R.I. under the supervision of the president and control of the board. . . .

There is a staff of approximately 300 persons who, with the general secretary, form the R.I. secretariat with offices in Evanston, Illionis, U.S.A.; Zurich, Switzerland; Stockholm, Sweden; Sao Paolo, Brazil (March, 1981); Sidney, Australia (March, 1981); and Tokyo, Japan (March, 1981).

Pg.30: CLASSIFICATIONS

A Rotary club should have in its membership a representative of every recognized business or profession or institutional activity in the community in so far as it is possible to obtain such representation in conformity with the principles laid down in Art. V of the standard club constitution.

* * * *

A scientifically prepared list of classifications—some filled and some unfilled—is the logical basis for club growth. Such a list can be established only by making a thorough classification survey of the community in which the club is located, for it must be an index of the business and professional activities found within the territorial limits of the club.

Pg. 31: *Classification Survey*

It is recommended that each Rotary club, through its classification committee, make a classification survey of the community as early as possible, but no later than 31 August each year and compile from the survey a roster of filled and unfilled classifications using the classified telephone directory and other business directories. . . .

In establishing its classification list a Rotary club may recognize as a "business," a "profession," an "occupation," a "concern," or an "establishment"

- a) any commercial activity
- b) any industrial activity
- c) any professional activity
- d) any institutional activity

sufficiently independent to determine generally its own policies and exercise responsibility, even though the financial control and the final determination of the financial policy of any two or more such activities may be vested in one corporate body or individual ownership, provided always that such an activity in itself constitutes a complete service to the public.

For example, if within a large university there are three separate and distinct divisions or schools, each having its own dean, its own faculty and each one sufficiently indepen-

dent to determine generally its own policies and exercise responsibility, the club should establish on its roster of filled and unfilled classifications a classification to cover the principal and recognized activity of each of the separate schools, such as:

Education—School of Medicine

Education—School of Engineering

Education—School of Law

The principle followed in establishing a classification for each separate and distinct division or school within a large university also applies in connection with the establishment of a classification for separate and distinct and independent divisions within a large corporation.

* * * *

Toward Balanced Membership

It is vital that a Rotary club have a well-balanced membership in which no business or professional group predominates.

It is preferable that the number of active members, including additional active members, whose classifications describe related or allied activities or activities owned or controlled by the same corporate body or other ownership, should not exceed 10 per cent of the total number of active and additional active members of the club.

* * * *

Minimum Number of Classifications for New Club

A prospective locality to be considered for the organization of a Rotary club must have a minimum of forty classifications from which to insure the possibility of perma-

nently maintaining a successful club of at least twenty members under Rotary's classification system.

Pg. 33: News, Religion and Diplomatic Service

The constitutional documents do not impose limitations upon the number of members a Rotary club may have representing the news media, religion and diplomatic service classifications.

Pg. 34: CLUB ADMINISTRATION

Pg. 35: Guests at Rotary Club Meetings

The board recommends that Rotary clubs make a special effort to urge individual members to invite guests to weekly Rotary club meetings at which especially interesting programs are scheduled in order that non-Rotarian members of the community may be better informed about the function of the Rotary club and its aim and objects.

Pg. 36: Meeting Places

The board recognizes that each club is autonomous in determining its place of meeting. However, as each active, senior active or past service member of a Rotary club is entitled to attend the meeting of any other Rotary club, it is expected that each club will meet in a place where any member of any Rotary club in the world can attend its meeting.

Joint Meetings of Service Clubs

. . . The board is not adverse to the holding of joint meetings with other service clubs on specific occasions.

Pg. 37: Rotary Information

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Clubs everywhere are encouraged to obtain full representation of the local press in their membership.

Pg. 38: Business Advice and Assistance to Rotarians

As a means of giving tangible effect to Rotary fellowship and of providing opportunities to render helpful service to club members, clubs are urged a) to establish committees to be comprised of several members, each representing a different major classification, for the purpose of giving confidential business advice and assistance to Rotarians who may request such help; b) to hold for the benefit of their members generally "clinics" or "forums" for the purpose of discussing those of their problems which are primarily of an economic nature.

Speakers on Rotary

The board encourages Rotary clubs to make available to various groups in their community speakers who can effectively talk about Rotary.

Pg. 42: COMMUNITY SERVICE

Rotary endeavors to develop the individual and through this development enable him to find his place in the community and to serve in that place; to cause him to consider his citizenship in its relation to the world, the nation and the community; and to think of his business or profession as an avenue for service.

Policy Toward Community Service

The policy of Rotary toward community service is set forth in Resolution 23-34 adopted at the 1923 convention and amended at subsequent conventions.

Text of Resolution 23-34

* * * *

4) . . . It is desirable that every Rotary club sponsor a major community service activity each fiscal year, varied from year to year if possible and to be completed if possible before the end of the fiscal year. This activity is to be based upon a real community need and should require the collective cooperation of all its members. This is to be in addition to the club's continuing its program for the stimulation of the club members to individual service within the community.

* * * *

6)

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c) While publicity should not be the primary goal of a Rotary club in selecting an activity, as a means of extending Rotary's influence, proper publicity should be given to a worthwhile club project well carried out.

* * * *

f) In all its activities a Rotary club acts best and is most successful as a propagandist. A Rotary club discovers a need but, where the responsibility is that of the entire community, does not seek alone to remedy it but to awaken others to the necessity of the remedy, seeking to arouse the community to its responsibility so that this responsibility may be placed not on Rotary alone but on the entire

community where it belongs; and while Rotary may initiate and lead in the work, it should endeavor to secure the cooperation of all other organizations that ought to be interested and should seek to give them full credit, even minimizing the credit to which the Rotary club itself is entitled.

Pg. 44: Public Relations and Corporate Club Projects

As a means of encouraging service activities which will result in improved public relations, the board of R.I. emphasizes to clubs those parts of Resolution 23-34 which recommend that it is desirable that every Rotary club sponsor a major community service activity each fiscal year.

Participation in "Service Activities" Encouraged

Rotary clubs and Rotarians should engage more in community service and should not be reluctant to let the public be advised through the press and otherwise as to what Rotarians in the community are doing in community service.

* * * *

As a basis for effective community service action, clubs are urged:

* * * *

c) to meet with other community service organizations for discussion and exchange of ideas where such meetings are feasible and needed and can be undertaken in harmony with established policy.

* * * *

Every Rotarian should personally become aware of the many and varied factors which cause discontent and dis-

order, and should make a personal appraisal of the ways in which these factors could be alleviated. Efforts should be continued to guide and encourage local efforts in deserving and necessitous communities towards relieving conditions of ignorance and unrest and assisting in the promotion of basic things such as education, health and nutrition.

Rules of Procedure for a Community Service Council

When the executive officers of the several service clubs or other organizations in a community recognize the need to meet from time to time in a community council to discuss and exchange ideas regarding the community service of their respective organizations, the representatives of a Rotary club may participate under the following rules of procedure:

* * * *

Pg. 45: If and when there is a subject which seems to require joint action on the part of all organizations in the community, the decision as to the action each organization will undertake should be reached first in that organization. . . .

Pg. 46: Traffic Safety

Each club is urged to give consideration to the appointment of a traffic safety committee as a sub-committee of the community service committee to study the question of traffic safety and to cooperate in any way possible with the local safety committee.

Adult Illiteracy

Adult illiteracy continues to be a major problem in many parts of the world. While it is unwise to compete with governmental and other agencies active in promoting adult

literacy, there is much that can be done by individual Rotary clubs. To this end, Rotarians should inform themselves of what is being accomplished to meet existing needs so that all may be informed as to the nature and scope of the adult illiteracy problem as a basis for developing possible activities or projects in this field of endeavor.

Rural-Urban Relations Promotion

The promotion of better relations between the rural and urban peoples of the world is a worthwhile activity for clubs, which will aid in accomplishing the objectives of R.I. . . .

Participation in Fund Raising Activities

In participating in or identifying itself with any schemes to collect funds, or any other activity, a club should be continually careful not to indulge in undignified practices which do not contribute to the upbuilding and strengthening of the club's prestige.

It is assumed that the activities of a Rotary club will always be such as to promote the highest regard for the organization on the part of both Rotarians and non-Rotarians. . . .

Pg. 47: Road Signs

The general secretary is instructed to call to the notice of all clubs which have provided, or are providing, road signs in their communities the necessity for keeping them in proper condition, believing that a poor road sign is a reflection on the community as well as the club.

Organizations of Women Relatives of Rotarians

Many Rotary clubs are privileged to have ladies committees or other associations composed of women relatives of Rotarians cooperating with and supporting them in ser-

vice and other Rotary club activities. The board of directors encourages and commends such groups for the fine work which they perform.

Pg. 48: CONSTITUTIONAL MATTERS

Pg. 50: Incorporation of Rotary Clubs

* * * *

2) The board approves certain general provisions for articles of incorporation as follows:

* * * *

This corporation shall be a non-profit corporation. Its purpose shall be charitable and benevolent and to encourage, promote and extend the object of Rotary International, and to maintain the relations of a member club in Rotary International.

Pg. 52: CONVENTION

* * * *

The purpose of the annual convention of Rotary International is to stimulate, inspire and inform incoming Rotary International and Rotary club officers at an international level, particularly incoming district governors and incoming club presidents, in order that they may be motivated to actively develop Rotary at the district and club levels

Pg. 53: Guidelines for International Convention

Pg. 54: 5. Major speakers should be strongly briefed and advised to relate their topics to Rotary, especially if they are non-Rotarians

* * * *

10. Much can be achieved through public relations, but the necessity and the effect would vary each year depending on the country in which the convention is to be held. Continuity in the convention committee will be of great assistance. The proper use of public relations counsel should be considered.

Pg. 56: Relationship of the Host Club to Rotary International

Pg. 57: Responsibilities of the Host Club include:

* * * *

organizing local publicity;

Meeting Places

* * * *

It is not contemplated that the Rotary club of any city shall have to pay rental or other expenses for a convention hall for the use of R.I. but that the city as a community will furnish such facilities, or that the city government, or the chamber of commerce, tourist association or a similar group of businessmen, hotel men, etc., should provide the funds, if necessary, for such a meeting place.

Conventional Operational Functions

Publicity. The general secretary will have primary responsibility to the committee and the board for publicity on the convention, proceeding with the cooperation of the convention committee and the host club.

Pg. 64: Convention Proceedings

Pg. 65: *It is further resolved* that a complimentary copy of such printed and bound proceedings of each convention

shall be sent to each member club of R.I. and other persons as the board of directors may determine, it being understood that in addition to such gratis distribution of such proceedings books the board of directors may provide additional copies thereof to be sold at such price and to such persons as the board may determine.

* * * *

Copyrighting: The convention proceedings should be copyrighted, in order to protect R.I. from having commercial organizations take reprints from the proceedings.

Printing and Distribution: A sufficient number of copies of the proceedings book of each convention shall be printed to supply a gratis copy to each club and to furnish copies for a complimentary distribution as may be deemed advisable by the general secretary. Copies to be sold are to be made available at a price to be determined by the general secretary in keeping with the cost of production of such proceedings.

Rotary Emblem Merchandise Displays

Every year, subject to the availability of space at convention sites, and the practicability and feasibility of such activity as determined by the general secretary with the advice of the convention committee, those firms and others licensed by Rotary International to use the Rotary, Interact, or Rotaract names and emblems in connection with the sale of emblem merchandise may be provided display booth space for the purpose of selling or accepting orders for sale of items covered by their respective licenses. Such space is to be made available to licensees under conditions specified by Rotary International and on the basis of a fee to be paid to Rotary International for the space.

Pg. 68: DISTRICT ADMINISTRATION

Policy Governing Creation of Districts

For the purpose of more efficient administration the board is authorized to group member clubs into districts. . . .

Pg. 71: District Governor

The administration of clubs under the direct supervision of a district governor is a sound procedure and should be continued; . . .

Pg. 81: Three Point Co-Equal Avenue of Activity

In order that Rotary may exert its widest influence, *emphasis* should be placed on the responsibility of the governor to carry out in his district the following three-point co-equal avenues of activity:

* * * *

a) The organization of a Rotary club in every community wherever it can reasonably be expected that a successful club can be maintained.

b) The filling of as many as possible of the classifications in each club and in so doing placing emphasis on securing the best candidate for any open classification. All things being equal the younger of two men in a classification is to be chosen so as to keep down the average age of the club.

Pg. 83: District Conference

A conference of Rotarians is held annually in each district

Pg. 84: Conference Program: . . . In the preparation of conference programs governors are requested to have Rotary

topics predominate and, in instances where non-Rotarian speakers appear on the program, to endeavor to have the subjects of their presentations directly associated with the object of Rotary.

Pg. 85: The board recommends that, as a means of gaining improved publicity for Rotary, district governors include in their district conference programs one or more recognized personalities whose message represents a newsworthy event, and whose message relates to the activities and the object of Rotary.

Pg. 89: Honorary Governors and Patrons

In those districts desiring to confer on a person an appropriate title which recognizes that person's support of Rotary, the conferring of such title shall be reserved for heads of government and members of royalty, or their representatives as may be deemed appropriate by Rotarians of such districts.

District Speakers Services

The board encourages district governors who have a district speakers service or bureau to include in the listings of speakers available through such service or bureau men who can tell the story of Rotary effectively to groups other than Rotary.

Pg. 92: EXTENSION OF ROTARY

The board of R.I. is charged with the duty of doing whatever may be necessary for the extension of rotary throughout the world.

* * * *

General Policy

The club is the medium by which the program of Rotary is promoted and the object of Rotary is obtained. Therefore, in order that Rotary may exert its widest influence, it should progressively establish new clubs throughout the world wherever and whenever it can reasonably be expected that a successful club can be maintained.

Pg. 93: Prospective Localities for Clubs

* * * *

Granted that a certain locality can reasonably be expected to maintain a club successfully, the sooner the club is organized there, the better it will be for both the club and the locality. The theory of waiting for a locality to indicate that it wants Rotary, is unsound. It is the duty of Rotarians to create in a locality the desire for Rotary. Rotarians in extending Rotary are seeking to give—not to get. It is better to risk the failure of a club than to withhold Rotary from any locality.

Pg. 94: Surveys

It is expected that the governor will, as soon as possible, preferably during the first six months, cause to be made and recorded a survey of each locality having no club, to determine whether or not it is possible to organize a club which will succeed and prove to be an asset to the locality. . . .

Special Representatives

It is the duty of all governors to take advantage of every opportunity to form a successful new club and it is the duty of every club and all Rotarians to cooperate in this work.

The governor, if unable to direct personally the actual work of organizing, should appoint some well-informed Rotarian from a nearby club, as his special representative for the organizing of the new club.

* * * *

Governor's Extension Aide

The term "governor's extension aide" designates a Rotarian experienced in the work of organizing clubs, who is named by the governor to give assistance to special representatives in his vicinity in cases where the special representative appears unable to complete, without assistance, the organization of a club in the locality assigned to him and where the governor is unable to render the necessary assistance. In special circumstances, the extension aide may find it advisable to organize a club himself.

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Provisional Club

An organizing group, from its first organization meeting, providing it meets regularly each week, is called a "provisional Rotary club" until it has been admitted to membership in R.I.

Pg. 97: Fees and Dues

The board will not admit to membership any club in the United States and Canada which does not have an admission fee of at least \$20.00 and annual dues of at least \$25.00. . . .

Charter fee

A charter fee of \$150.00 (United States currency) shall accompany the application from a provisional club for membership in R.I.

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Additional Clubs

Pg. 98: . . . District governors are to encourage the organization of additional clubs in large cities wherever it is reasonable to think that there exists the possibility of permanently maintaining a successful club of at least twenty members under Rotary's classification system.

Pg. 99: The board believes that there should be a planned program for organizing new clubs in communities in which there is only one club, and wherein there are sufficient classifications from which to ensure the possibility of maintaining successful clubs of at least twenty members under Rotary's classification system.

* * * *

The board agrees that continued emphasis be given to the advantages of organizing additional Rotary clubs in large cities through the release of territory by existing clubs and, to this end, calls to the attention of clubs located in cities, boroughs or other municipal areas which are known to include, or may include, one or more localities which can be clearly defined, and which contains within each such locality at least the minimum number of classifications required for the organization of a new club, the desire of the board that such clubs be encouraged to take positive steps to ascertain the extent to which such localities exist and, where applicable, to initiate the procedure for organizing a Rotary club.

Communities with Other Service Clubs

In some instances the principal reason given for the failure to undertake the organization of a Rotary club in a community is the fact that the community already has a service club. The existence of another service club or clubs in a community should not be the determining factor in deciding that a community cannot support a Rotary club.

* * * *

Terms of Reference for Admission of Clubs Committee

The general secretary shall approve or disapprove applications from provisional Rotary clubs for membership in R.I. in accordance with established procedure.

When the general secretary admits a club to membership, the decision shall be published as the decision of the board and the board will ratify the decision at its next meeting. In the event the general secretary determines that an application not be approved, the matter shall be placed before the president of Rotary International for his instructions in accordance with the terms of reference of the admission of clubs committee.

* * * *

Extension at International Assembly

It is important that the subject of organizing new clubs be adequately presented on the program of the international assembly by someone who is both informed and enthusiastically favorable to the organization of new clubs. Such presentation should stress very specifically the various means available to the governor for promoting the organization of new clubs within the district, such as the appointment of a district extension committee, special

representatives, governor's extension aide, etc. This presentation is to be supplemented at the assembly by individual contact with the governors by the secretariat to discuss extension possibilities within each district.

Pg. 102: **FINANCIAL MATTERS**

The constitution and by-laws of R.I. provide that the board shall have control and management of the affairs and funds of R.I. and that each year the board shall adopt a financial budget for the succeeding fiscal year.

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Investment Policy

1) The board shall designate from time to time the moneys not required for current purposes, which shall be set aside for general fund investment . . .

2) Objective:

In the general fund and the headquarters building replacement fund, the highest rate of return consistent with the preservation of capital in real terms and good marketability.

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Investment Operating Procedures

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1) There shall be an investment advisory committee appointed by the president and consisting of Rotarians who are knowledgeable and experienced in the field of investments as follows:

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Pg. 103: 2) There shall be an investment manager(s) appointed by the board who, within the scope of the current investment policy and these procedures, shall be authorized to manage, invest, and/or reinvest any or all funds made available for investment management.

3) The investment advisory committee shall be informed as to the content of the general fund investment portfolio and the headquarters building replacement fund investment portfolio, the investment policy of R.I. and the activities of the investment manager(s) in the implementation of that policy. The committee shall monitor the activities of the investment manager(s) in the investment and reinvestment of R.I. funds and shall counsel with the investment manager(s) as it may deem appropriate or as the board may instruct.

4) Reporting Procedures

a) The investment advisory committee shall report to the board and to the finance committee its activities, observations and recommendations with respect to investment of R.I. funds.

b) The investment manager(s) shall be responsible for the following reports:

a monthly statement containing each transaction and a quarterly statement of market and cost value to be sent to the members of the investment advisory committee, the liaison director(s), to any branch office manager(s) who may be authorized, and to the general secretary for internal distribution, including the finance committee;

a report of each transaction shall be sent to the controller.

5) The finance committee at each of its meetings shall review:

- a) the report(s) of the investment advisory committee;
- b) the investment policy of R.I.;
- c) the investment operating procedures;
- d) the nature and content of the general fund investment portfolio;
- e) the nature and content of the R.I. headquarters building replacement fund portfolio;

and submit its observations and recommendations thereon to the board.

6) In harmony with the investment policy, Rotary International funds as designated by the board for investment may be invested in the following countries and/or currencies: the United States of America, and/or the Federal Republic of Germany, and/or Switzerland, and/or Japan, and/or Canada and/or the Netherlands, and/or the United Kingdom, and/or South Africa.

Pg. 104: Revenue of R.I.

The principal sources of the revenue of R.I. are per capita dues from clubs; convention and regional conference registration fees; charter fees from new clubs; sale of publications; subscriptions and advertising income from the magazine; license fees and royalty payments and interest and dividends on investments.

Per Capita Dues

Each club pays to R.I. for each and every active, senior active and past service member of such club annual per capita dues of \$17.00 . . .

Subscription to the Rotarian

The subscription price of THE ROTARIAN IS \$5.50 United States currency per annum, \$7.00 in India, Bangladesh and Nepal, and \$6.00 per annum in other countries.

For each club in the United States of America and Canada it is a condition of membership that its active, senior active, and past service members become paid subscribers to the official magazine and continue as such.

Each club outside of the United States of America and Canada makes it a condition of membership that its members become and remain paid subscribers to the official magazine of Rotary International or a regional Rotary magazine approved and prescribed for the club by the board of directors of Rotary International. . . .

Subscriptions to Revista Rotaria

Subscription to the Spanish edition of the magazine REVISTA ROTARIA, is mandatory for members of clubs in Spanish-speaking countries. The subscription price of REVISTA ROTARIA is \$7.50 United States currency per year.

Pg. 114: INTERNATIONAL SERVICE

At least two agencies are necessary for the development and maintenance of friendly, just, and peaceful relations between nations.

a) A legal system to define the rights of the parties concerned and to adjust the differences which always arise in human relations. This agency must necessarily be developed by and between governments.

b) A well-informed public opinion with a proper appreciation of the importance of international understanding and good will toward all peoples. The development of this understanding and good will among Rotarians and among the people at large is the specific task of international service in Rotary.

* * * *

Outline of Policy

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The Aim:

The aim of international service in Rotary is expressed in the fourth avenue of service; namely, to encourage and foster the advancement of international understanding, good will and peace through a world fellowship of business and professional men united in the ideal of service.

Pg. 115: Responsibility of the Rotary Club:

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A Rotary club may properly provide a forum for the presentation of public questions where such a course of action is designed to foster the fourth avenue of service. Where such questions are controversial, it is essential that both sides be adequately represented.

When international subjects are presented and discussed in a Rotary club, the speaker should be cautioned to avoid giving offense to peoples of other countries and it should be made clear that a Rotary club does not necessarily assume responsibility for opinions expressed by individual speakers at its meetings.

A Rotary club should not adopt resolutions of any kind dealing with specific plans relating to international affairs. It should not direct appeals for action from clubs in one country to clubs, peoples, or governments of another country or circulate speeches or proposed plans for the solution of specific international problems.

* * * *

Position of Rotary International

R.I. consists of Rotary clubs located in many countries with many points of view. Therefore, no corporate action or corporate expression of opinion will be taken or given by R.I. on political subjects.

Pg. 116: United Nations

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The general secretary is instructed to bring to the attention of Rotary clubs program information and other helps in connection with the study of the charter and the activities of the United Nations to the advancement of world peace.

Continued publicity shall be given to the reports of observers for R.I. who attend meetings of the United Nations and its specialized agencies.

Pg. 117: World Community Service

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The district world community service committee shall

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f) publicize world community service aims and achievements in all appropriate media—Rotary and non-Rotary—in the district;

Pg. 118: World Contacts with Men in Same Classifications

The board urges all Rotarians to further world contacts with other business and professional men of the same classification in all countries of the world in the interest of creating a community of understanding and influence and furthering international cooperation.

Pg. 122: International Service in Educational Institutions

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Rotary clubs and Rotarians are encouraged to assist students in schools, colleges and universities to avail themselves of the opportunities in educational institutions for the advancement of international understanding and good will.

Among the ways in which this may be done are the following:

* * * *

—inviting students from other countries, enrolled in local educational institutions, to attend meetings of the Rotary club and to provide programs for meetings of the club;

Pg. 123: Study Groups

Meetings between Rotarians and others are encouraged as study groups for the purpose of better informing themselves and to discuss problems and seek opportunities for

improving conditions and relations between peoples and countries experiencing tensions, and other countries.

Pg. 134: MEMBERSHIP IN ROTARY CLUBS

Pg. 135: Skilled Craftsmen

Within the framework of the standard club constitution, provision is made for skilled craftsmen possessing the qualifications therein set forth in Rotary clubs, and no modification of this provision is necessary in order to enable a club to admit such skilled craftsmen to Rotary membership where otherwise qualified.

Pg. 136: The by-laws of R.I. and the standard club constitution provide that a Rotary club may, subject to the approval of the holder of the classification, elect as an additional active member in the club any former active member of a Rotary club whose place of business or whose residence is within the territorial limits of the club and who is otherwise qualified for membership, provided that any member so elected shall have terminated his membership in his former club only because he ceased to be actively engaged within the territorial limits of that club in the classification of business or profession under which he was classified in that club. . . .

Pg. 139: Extension Within the Club

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In order for a Rotary club to be fully relevant to its community and responsive to the needs of those in the community, it is important and necessary that the club include in its membership all fully qualified prospective members located within its territory. To this end, it is inappropriate and inconsistent with the principles of Rotary

for any club to establish arbitrary limits on the number of members in the club or fail to increase its membership as a result of apathy or through lack of information or understanding as to the pattern of growth in the club or the procedures for proposing and assimilating new members.

It is important that each club establish and maintain a membership growth pattern which will result in an appropriate net growth in number of members, and each club should have a positive attitude toward membership growth, recognizing that an increase in number of members does not ipso facto mean, nor need it result in, a decrease in the quality of membership in the club. . . .

Inherent in the purpose of Rotary is the acceptance by individuals of their responsibility for the personal application of the ideal of service. It is important that individual Rotarians recognize that this responsibility includes an obligation on their part to share Rotary with others and to help extend Rotary through proposing qualified men for Rotary club membership.

Club Membership Development

The board

1) encourages district governors to provide for a district membership committee,

* * * *

3) requests club secretaries to supply information about the causes of membership loss to district governors and district membership development committees and the district governors and such committees shall then take steps to help clubs eliminate loss of members;

4) emphasizes the following plan known as the "Five for One" plan, as a workable procedure to increase club membership:

Each club president to divide club membership into groups of five members; each group, insofar as possible, to include . . . a committee chairman . . .

As soon as possible, following appointment, each chairman to hold a meeting at his home or at another place of his choosing. The group at these meetings

a) to secure one new member in the Rotary year, preferably in the first six months;

* * * *

The club membership development committee (or a general chairman appointed by the club president) to supervise all groups and the general program and to be charged with the responsibility of seeing that

* * * *

Pg. 141: c) each group of five propose a prospective member with satisfactory qualifications:

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7) agrees that maximum emphasis be placed on the use of additional active membership as a method of increasing club membership and obtaining younger and enthusiastic members;

* * * *

As a means of attracting more qualified men to accept membership in Rotary and of reducing losses in the membership of clubs, the board encourages clubs

* * * *

2) to keep their services to their communities fully attuned to their needs, and to strive constantly to make them more meaningful;

Further, the board

1) emphasizes the need for each club to examine its membership growth patterns, consider whether or not it is satisfied with its achievements, then take steps to achieve sound growth;

2) urges that efforts by district governors and others be directed toward particular clubs which need assistance in achieving better growth and that these efforts meet head-on the real reasons for lack of membership growth, avoiding exhortations replete with timeworn phrases;

* * * *

The board agrees that the importance of good public relations in attracting new members in Rotary and in retaining present members continue to be emphasized to Rotary clubs, and, in particular, to club membership development committees.

Pg. 142: Balanced Membership

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Each Rotary club should have in its membership a representative of every recognized business or professional or institutional activity in the community in which the club is located in so far as it is possible to obtain such representation in conformity with the classification and membership principles set forth in the R.I. by-laws.

Each Rotary club should prepare annually a classifications survey of its locality and compile from such survey a roster of filled and unfilled classifications as the logical basis

for building a balanced club membership representing a true and broadly-based cross section of the business and professional life of the locality.

The board urges that

a) district governors emphasize and encourage greater use of provisions relating to senior active membership, additional active membership, active membership based upon residence, and the one year leave of absence which can be granted to an active member moving his place of business or residence to another Rotary locality, recognizing that these provisions offer substantial opportunities for Rotary club growth, and directs that appropriate publications of R.I. include items of similar emphasis and encouragement;

* * * *

d) continued emphasis be given to the importance of Rotary clubs bringing into membership younger men, urging all Rotarians, in particular, to make full use of additional active membership provisions.

Pg. 143: Representative Membership Within Clubs

Each Rotary club should be a true cross-section of the business and professional life of the community in which it is located. . . .

Additional Active Member

Emphasis should be placed on the provision for additional active members through every channel of the organization. Clubs are urged to make use of this provision as a means of bringing into Rotary more men to enjoy the privileges of Rotary and at the same time increase the number of Rotarians. . . .

Rotary clubs are reminded of the opportunities for electing additional active members under provisions of Article III, Section 3, of the R.I. by-laws as a means of enabling Rotarians moving to other communities to continue their Rotary membership, thereby reducing the number of Rotarians who lose their membership as a result of removal from the community in which they hold membership in a Rotary club.

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Inviting Prospective Member to Club Meetings

The board looks with favor on the adoption by clubs of the practice of inviting a prospective member to several regular meetings of the club before the prospective member is asked to sign an application card.

Pg. 144: Providing Membership for Young Men

Every effort should be made by clubs to obtain younger men as members of the clubs, particularly by taking advantage of the provision for additional active members, and also by inviting younger men to accept active membership in the classifications vacated by those who have become senior active members.

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The formation of additional Rotary clubs in the well-defined commercial or trade centers of large cities is urged as one method of securing younger men in Rotary clubs.

Pg. 146: Students as Rotary Club Guests

Clubs are encouraged to take an interest in students at universities and schools and to see that they are familiar with the ideals and principles of Rotary. The board is in

sympathy with any plan whereby clubs invite students to be guests at club luncheons and desires to encourage clubs to have such guests, but students as such cannot be members of a Rotary club. . . .

Pg. 147: NAME AND EMBLEM

Pg. 148: Protection of Name and Emblem

Pg. 149: In 1954, the Rotary emblem was registered as a service mark on the principal register of the United States Patent Office. The emblem also is registered in the U.S.A. as a trademark and as a collective membership mark. The Rotary name has been registered as a service mark on the principal register of the U.S. Patent Office. Through such registrations, R.I. has been successful in recent years in preventing others from making use of the Rotary emblem; also, the organization has been able to prevent others from using the Rotary name when such use might tend to confuse the public generally by indicating or implying a relationship which does not exist.

Authorization to Use Emblem

Pg. 150: The board authorized and instructed the general secretary to develop such a license fee and royalty procedure, including a form of agreement and license, such procedure to provide that, in consideration of authorization granted by R.I. to firms and individuals to manufacture, sell or use the Rotary emblem, such firms and individuals shall be required to pay to R.I. a license fee and an annual royalty on the annual gross sales of Rotary emblem merchandise.

Pg. 151: Proper and Improper Uses of Name and Emblem

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The use of the Rotary emblem is authorized

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e) As a lapel button to be worn by Rotarians and ladies connected with Rotary.

Pg. 156: Organization of Women Relatives of Rotarians

In consideration of the fact that the constitutional documents of Rotary International include no provision for women's clubs auxiliary to Rotary clubs or for other similar organizations of women relatives of Rotarians . . .

1) formal official, legal recognition cannot be given to organizations of women notwithstanding that they may be established as auxiliary to Rotary clubs;

* * * *

Nevertheless, appreciating the valuable cooperation and participation of women relatives of Rotarians, whether as individuals or as groups, in the community service and other activities of Rotarians and Rotary clubs, and

—recognizing that women are becoming more and more involved in public service of all kinds, and

—being aware of the interest manifest by women relatives of Rotarians in some communities in associating themselves for the purpose of service work in cooperation with and in support of the service activities of Rotary clubs, the board does not wish to discourage women relatives of Rotarians from organizing in local groups separately from the Rotary club, for the purpose of having among their objectives the support of Rotary club activities.

Pg. 157: Rotary Mottoes

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Whereas the words "Service Above Self" and "He Profits Most Who Serves Best," have been consistently and widely used in the nature of mottoes for R.I. for forty years in effective expression of the Rotary basic ideal of service; and

Whereas such usage has served to indelibly fix in the minds of the public and Rotarians these words as a part of Rotary's principles and object;

* * * *

Be it resolved by R.I. assembled in its forty-first annual convention that "Service Above Self" and "He Profits Most Who Serves Best" be designated as Rotary mottoes which may be used in Rotary literature and elsewhere.

Pg. 160: PROGRAM OF ROTARY

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The object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise

* * * *

Fundamental Characteristics of Rotary

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3) A Rotary club selects its members on a basis of classification in accordance with the nature and place of the individual's business or professional activities.

Pg. 161: Purpose of Rotary

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Rotary is an organization of business and professional men united worldwide who provide humanitarian service,

encourage high ethical standards in all vocations, and help build goodwill and peace in the world.

Pg. 166

PUBLIC RELATIONS

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The primary purpose of a public relations program in Rotary is to foster a favorable, acceptable atmosphere in which a Rotary club and individual Rotarians may best function to achieve the object and aims of Rotary. Without public understanding, recognition and appreciation of the purpose, programs and accomplishments of Rotary, many Rotary efforts will fall short of their full potential. Failure to interpret the purposes and worthwhile programs of Rotary to the public, business and professional men, and to Rotarians will seriously hinder the growth and development of Rotary and often result in the actual loss of Rotary membership. Seldom can a Rotary club become totally effective in its service activities without community understanding and support.

A positive climate in which Rotary may thrive is achieved through a broad program of good public relations. The board urges club public relations committees to take a comprehensive approach to public relations, by using not only the techniques of constructive publicity and the channels of the communications media, but by creating sound programs of information, interpretation, cultivation and community understanding.

The programs of good public relations should include, but not be limited to:

* * * *

2) Maintain friendly relationships with leaders of all mass communications media and develop effective pro-

grams to utilize newspapers, radio, television, magazines, and films in telling the Rotary story;

* * * *

5) Effective use by Rotary clubs of the official magazine and other publications, resources and programs of Rotary International which help interpret Rotary's aims in the community;

6) Devise continuing programs of internal communications for individual Rotarians, their friends, families and associates to help them better understand the aims of Rotary;

7) Cultivate the understanding of community leaders, young people, and other special interest groups who should be aware of Rotary, its object, scope, programs and activities.

* * * *

Attracting Men to Rotary Through Public Relations

The board

1) encourages Rotary clubs worldwide to find ways and means of increasing the appeal of Rotary to the growing number of young men who are occupying positions of responsibility in business and professions;

2) urges Rotary clubs to take measures to have appropriate weekly Rotary club programs better reported and identified with the object of Rotary;

3) suggests to Rotary clubs worldwide that they consider adopting more sharply focused activities as a means of providing greater public relations impact.

The board agrees that the importance of good public relations in attracting new members to Rotary and in retaining present members continue to be emphasized to Rotary clubs and, in particular, to club membership development committees.

Public Relations and Club Projects

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A service project well carried out is considered one of the best methods for extending the public understanding of Rotary. Therefore, it is essential to the public relations of Rotary that clubs actively seek to inform the public about the projects well performed by a Rotary club.

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Rotary and News Media Relationships

The board encourages Rotary clubs and district governors to undertake appropriate action to improve relationships between Rotary and the news media and suggests for consideration taking into account local, social and cultural conditions and the state of local media relations, the following Rotary club and district activities to improve Rotary and news media relationships:

1) Talks to Rotary clubs by news media personnel on the role of the media;

2) Small discussion groups comprised of Rotarians and news media personnel;

Pg. 168: 3) Forums or seminars attended by Rotarians and news media personnel;

* * * *

6) Increased efforts to bring representatives of the news media into Rotary club membership;

Speaker Services

The board encourages

a) district governors who have a district speakers service or bureau to include in the listings of speakers available through such service or bureau men who can tell the story of Rotary effectively to groups other than Rotary;

b) Rotary clubs to make available to various groups in their community speakers who can effectively talk about Rotary.

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Public Information on Assembly Programs

In planning the programs for the international assembly and the district assemblies care should be taken to include topics which will be helpful in bringing before the public information concerning Rotary.

Pg. 169: **PUBLICATIONS OF R.I.**

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Official Magazine

The board of R.I. publishes a monthly magazine which is the official magazine of R.I. . . . there are two editions—the basic edition, in English, known as THE ROTARIAN and the Spanish edition known as REVISTA ROTARIA. . . .

Advertising Policy

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I) *General Policy*

The magazine shall actively solicit high-grade advertising from reputable advertisers of worthy goods and services.

Pg. 170: III) *Free Advertising*

Free advertising shall be available only to Rotary International.

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R.I. News

Pg. 171: ... The purpose of R.I. News is to transmit to club officers official communications and other items of general and timely interest.

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The R.I. News is not intended for general distribution. Subscriptions for individual club members are available at an annual subscription rate.

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Directories

Each Rotary year, R.I. issues an OFFICIAL DIRECTORY containing a list of all the clubs, the names and addresses of their presidents and secretaries, time and place of meetings, names and addresses of the officers and committeemen of R.I., and other information appropriate to such a publication.

... The directory is not for distribution to non-Rotarians. ...

Published as part of the OFFICIAL DIRECTORY, for the convenience of Rotarians who travel, is a hotel directory carrying the advertising cards of a partial list of hotels which are owned or operated by Rotarians or which are meeting places or headquarters or Rotary clubs. Also, for the information of club secretaries and others who may have occasion to purchase Rotary emblem merchandise, the directory includes a list of those firms which have been licensed by R.I. to manufacture and/or sell specifically approved items bearing the Rotary, Rotaract or Interact name and emblem.

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Pamphlets

Various pamphlets are issued by R.I. covering special subjects. See R.I. Pamphlet 19 and "Catalogue" for a complete list, including prices for all publications, pamphlets, forms, supplies, etc., . . .

Pg. 173: REGIONAL CONFERENCES

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The board looks with favor in principle on the holding of regional conferences of R.I. whenever and wherever there is a reasonable expectation of a successful conference being held which will advance the program of Rotary.

The board agrees that when selecting regional conference sites the following be taken into consideration:

1) There must be at least 10,000 Rotarians in the "primary attendance area". . .

3) That a minimum of 2,000 Rotarians can be expected to attend the conference.

The board will expect the city to provide without expense to R.I., a suitable, adequate and convenient auditorium for the general sessions of the conference and other similar meeting places for other sessions of the conference. It is not contemplated that the Rotary club of any city shall have to pay rental or other expenses for a conference hall for the use of R.I., but that the city as a community will furnish such facilities, or that the city government, or the chamber of commerce, tourist association or a similar group of businessmen, hotel men, etc., should provide the funds, if necessary, for such a meeting place. . . .

Pg. 176: Public Relations for Regional Conference

The board has agreed that in planning the program for a regional conference, recognition should be given to the public relations aspects of the program so that specific public relations objectives may be achieved in the region as well as increased general visibility for Rotary through publicity of the meeting.

Pg. 189: SERVICE TO YOUTH

Method of Procedure

Where service to youth is an activity of clubs, governors are urged to suggest to the clubs in their districts that they make a community-wide survey as a most effective way to ascertain the needs and opportunities of youth in their respective communities so that plans may be formulated and the cooperation of various community agencies enlisted for undertaking activities and projects revealed by such a survey.

Pg. 191: Rotary Club's Relationship to Service to Youth Organizations

Pg. 192: 2) *Means of Contact*. The youth committee of a club should confer with all existing service to youth organizations and give every assistance in coordinating their work and eliminating duplication. . . .

A club may initiate community action for the organization and establishment of an advisory council. . . .

3) *Aiding Financially*. Where a financial need exists in an organization which a club desires to help, the preferable course to follow is to organize a campaign to secure the support of the general public to such organization, enlisting the cooperation of other interested agencies, so that all may have an interest in the organization and its work, the Rotarians individually contributing to the success of such campaigns as other citizens of like ability are expected to do.

Pg. 232: VOCATIONAL SERVICE

Pg. 233: Business Relations Conferences

District governors are urged to consider and discuss with other Rotarians in the district the possibility and advisability of the district sponsoring a business relations conference during the year.

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Employer-Employee Relations

The board suggests to clubs that, with a view to fostering good employer-employee relations,

a) clubs arrange at their own meetings and encourage at meetings of other groups in their communities, programs

on cultural, economic and geographic conditions in countries other than their own as a means of helping to overcome possible difficulties arising from language barriers and differences in cultural and social backgrounds as a result of the mass movements of workers from one country to another;

• • • •

d) clubs from time to time invite labor representatives together with representatives of employer organizations, if so desired, to meetings featuring addresses or debates on relevant subjects;

• • • •

Standards of Correct Business and Professional Practice

Pg. 234: Increased publicity should be given to Rotary's activities and those of individual Rotarians in behalf of correct practices in business, . . .

(Handwritten headings, titles, and page numbers changed to type in printing)

**Excerpts from Rotary Basic Library
(Pigman depo. Exh. B)**

Volume 1, *Focus on Rotary*

"What is Rotary?"

Rotary, the world's first service club organization, can be described in many ways.

Functionally, Rotary is an association of local clubs gathered into a larger organization called "Rotary International." The individual Rotarian—the heart and soul of Rotary—is a member of his *local* club; all clubs are members of Rotary International, which is headquartered at Evanston, Illinois, U.S.A.

Officially, Rotary is defined as "an organization of business and professional men united worldwide, who provide humanitarian service, encourage high ethical standards in all vocations, and help build goodwill and peace in the world."

Specifically, a Rotary club is composed of business and professional men in a community who have accepted the Ideal of Service as a basis for attaining fulfillment in their personal, vocational, and community life. In fact, the Ideal of Service, exemplified in the motto "Service Above Self," is the thread that runs around the Rotary world and unites likeminded men in thought and action, no matter what part of the world they live in—whether it be in Iceland, with its glaciers, volcanoes, and geysers; in sunny Greece; in farm towns of the U.S.A. Middle West; in the Lake District of Cumbria, England; in thriving, tropical Nigeria; in forested

Papua New Guinea; in the heart of urban Tokyo, Japan; or in mountainous, landlocked Bolivia.

Nowadays, more than 900,000 service-minded men belong to about 20,000 Rotary clubs in almost 160 lands. Clubs meet weekly, usually for lunch or dinner, so that all members may enjoy each other's fellowship before they get down to the business of running the club and discussing its service goals. Membership is by invitation only, and is based on choosing one representative of each business, profession, and institution in the community. The purpose of this "classification" system is to ensure that the members of each club comprise a true cross section of their community's business and professional life or endeavor.

The earliest meetings of "Rotarians" were held in the name of "acquaintance" and good fellowship, and they were designed to produce increased business for each member. However, the founders soon realized that this would not be enough to keep busy men interested and involved on an enduring basis. Thus, as the organization expanded, it deepened its purpose and developed its ideal of "Service Above Self," which it expects its members to carry into the marketplace, the office and factory, the community at large, and into other lands. Official policy now specifically prohibits any attempt to use the privilege of membership for commercial advantage.

Pgs. 1-2

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The service ideal began taking shape during this early period, when Arthur Frederick Sheldon joined the Chicago club. As a teacher of the new "science" of salesmanship, he believed that business should be regarded as a means to serve society, and at Rotary's first convention in 1910 he

proposed that "He Profits Most Who Serves His Fellows Best." The next year another of Rotary's early leaders, Benjamin Franklin Collins, also spoke of the importance of serving others and promoted the idea that a club should be organized on the principle "Service, Not Self." The two sayings, modified to "He Profits Most Who Serves Best" and "Service Above Self," were quickly embraced by all Rotarians and became proud slogans on Rotary clubs' escutcheons. But 40 years passed before they were officially designated as Rotary mottoes—at the 1950 Convention in Detroit, Michigan, U.S.A.

Pg. 9

"The Program of Rotary"

Associations, like people, are known for what they stand for and what they accomplish. What Rotary clubs and Rotarians undertake to accomplish is called the Rotary program. If the clubs and their members perform that program well, Rotary as a service association will continue to grow and be respected around the world. Hence, full understanding of Rotary and its kaleidoscopic program of service in today's world is essential for all Rotarians.

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New members are made aware, through Club Service, of what Rotary is all about—the objectives, scope, administration, achievements—and in a well-run club, they quickly come to appreciate the benefits and privileges of membership.

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Vocational Service is an obligation that derives from holding a classification in a Rotary club. Its purpose is to

stimulate every Rotarian to exemplify and share the Ideal of Service within his business or profession. To put it another way, Rotarians are encouraged to put into practice in their business and professional lives the high ideals of Rotary. This involves such matters as fostering good employer-employee relations and career guidance for young people, and historically it has involved Rotarians in promoting high standards of conduct by professional and trade associations.

Pg. 21

"How Rotary Is Administered"

While it may be somewhat difficult to define Rotary's ethic, or any ethic for that matter, it is relatively easy to define Rotary International as, quite simply, an association of Rotary clubs. "Association" is the key word. The clubs are freely grouped together under the umbrella of Rotary International, and each club agrees to conform to the Standard Rotary Club Constitution. But within that framework and the R.I. Constitution and By-laws, the clubs develop plans and projects around the Four Avenues of Service that best answer the needs of their communities and local situations.

In other words, throughout the years there has been no attempt to create a single R.I. "corporate image." And this has been another source of Rotary's strength, for it permits worldwide diversity within an overall unity, minimizing the potential for conflict and maximizing the thrust toward harmony among clubs and Rotarians of different nations and cultures.

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For the new Rotarian, his first international convention is an exposure to a broad and exciting experience that adds new dimensions to his understanding of the Rotary movement and brings him friends from many lands. It is a learning experience that makes lasting impressions. The meetings of the convention are justly famous for their colorful pageantry, international fellowship, the enthusiasm of the participants, and thought-provoking programs. The programs include outstanding entertainment, presented by artists of national (host country) and local renown, including folk dancers, singers, and symphony orchestra. There are also vocational craft assemblies, at which Rotarians share ideas and fellowship with other Rotarians from all over the world in the same related business and professional fields. Lasting friendships are formed.

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A key to the success of the Rotary movement—or any movement or organization—is communication. Indeed, there is no progress without communication. To this end, the Secretariat's Communications Division in the R.I. headquarters plays a vital role in preparing Rotary publications and audiovisual and public relations materials for distribution to clubs, districts, and a worldwide membership. In effect, a busy "publishing house" thus operates within the R.I. headquarters producing and revising a range of Rotary books, manuals, pamphlets, and periodicals. Many publications and other resources are issued in nine languages, and a few are produced in as many as 19 languages.

Pgs. 60-61

"The Rotary Club"

With the exception of large cities, which often have more than one club, Rotary is organized on the basis of one Rotary club in each community. The active membership in each club is based on having but one representative of each distinct business or profession within the community. This would seem to be a restrictive provision, but its purpose is to produce an inclusive, not exclusive, membership, making possible the recognition of all useful local occupations, and enabling the club to be a true cross section of the business and professional life of the community. The premise is that men of authority and influence are in a position to serve and accomplish good works. This "classification principal," as it is known in Rotary, fosters a fellowship for service based on diversity of interest (the lawyer meets the engineer, the banker, the printer, the winegrower, the automobile dealer). It seeks to prevent the predominance in the club of any one group, and furnishes an atmosphere free from the restraints that might prevail in the presence of competitors. See further "Classification Principal" in *Club Service*, Vol. 2.

The Rotary club is intended to be really a *club*—a body of men who are knit together in bonds of personal friendship and service. Thus, regular attendance at weekly meetings is one of the conditions of club membership. Rotarians are specifically requested not to use the privilege of membership for commercial advantage. The rules of the club in this particular respect are jealously guarded by the general body of its members.

Every Rotary club is a member of Rotary International—the world organization which grants it a charter. (The latter, signed by the R.I. President, General Secretary, and the district governor, is issued from the Central Office of the Secretariat when the club is admitted to member-

ship.) Thus, each club is related not to its community alone, but to the whole world. The club whose vision is, unfortunately, limited to the locality from which it takes its name is only partly meeting its responsibilities.

And so it is with the individual Rotarian. As a member of the Rotary family, he has a universally recognized right of entry into any Rotary club meeting anywhere in the world and the accompanying privilege of acquaintance and opportunity of fellowship with Rotarians of all races, creeds, and colors. A Rotarian doctor from Mombasa, Kenya, can visit unheralded the Modum Club in Norway; a Japanese businessman from the Toride Club in Ibaraki can call at the Torino Club in Italy; while a Rotarian from Walla Walla, Washington, U.S.A., while vacationing in Australia, can visit the Wagga Wagga Club in New South Wales. As founder Paul Harris said: "Rotarians respect each other's opinions and are tolerant and friendly at all times. Catholics, Protestants, Moslems, Jews, and Buddhists break bread together in Rotary."

Rotary, then, is no more an institution for the narrow-minded nationalist than it is for the self-seeking businessman. Every Rotary club must have its windows and doors open to the whole world. Rotary membership offers rich opportunities for growth in international understanding and goodwill to the ordinary business and professional man in any community, large or small, in almost 160 countries. In fact, there are many men who have Rotary to thank for opportunities which otherwise never would have come their way: opportunities for leadership, travel, and cultural contacts, and for rewarding friendships with men in their own community and in other lands. Most important of all, their opportunities for service to the needy become global in nature and scope.

Volume 2, *Club Service*

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"Classification Principle: Fundamental Building Block"

Its purpose is to make certain that each Rotary club includes a representative of every worthy and recognized business, professional, or institutional activity in the community. In this way, each club strives to become a true cross-section—a microcosm—of the business and professional life of the city or town of which it is a part. Thus, the classification principle is one of the chief sources of the strength and diversity of Rotary. But classification and membership are intimately intertwined, and a word must first be said about the different kinds of membership open to Rotarians before detailing the workings of the classification system.

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Pg. 7

With certain exceptions provided for in the constitutional documents (*see* page 11), one active member is admitted for each classification, but he, in turn, may propose an additional active member, who must be in the same business or professional classification. (An additional active member is regarded as an active member for all practical purposes, except that he loses his classification when his proposer leaves active membership; often, in such circumstances, however, the additional active member is then elected to fill the classification as an active member.)

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Pg. 8

This unit began with a discussion of the classifications committee. How does that committee function? Its job is to verify the eligibility of a candidate for active membership from the standpoint of his proposed classification.

To do this, the committee updates the club's classification survey of the community as soon as possible after 1 July each year, when the Rotary year begins, and no later than 31 August. Using the classified section of the telephone book, a business directory, or information from the local chamber of commerce, the committee compiles a list of every commercial, industrial, professional, or institutional activity in the club's territory. In doing so, it recognizes that sometimes more than one activity within a single corporation is eligible as a classification; the test is whether or not the activity is recognized as a separate service and is generally independent enough to determine its own policies. For example, if a university includes several schools, each with its own dean and faculty, each school could be listed as a separate classification:

Education, School of Medicine

Education, School of Engineering

Education, School of Law

The same principle applies to independent divisions within a large corporation.

In industrialized societies, more and more specialization occurs. Thus, a category like insurance, for example, is now divided into specialties such as automobile, fire, casualty, life, health, and so on. Lawyers also often specialize in criminal, corporate, probate law, or in other specific areas. What would the classification of a lawyer or insurance man be? The key point is that the classification must describe the member's principal and recognized professional activity, or the activity of his firm or institution.

Some special situations call for special handling. One concerns men who live within a club's territory, but who work outside of it. They are eligible to fill a classification in

the club located in the place where they live, even though their business activities are outside the territory of the club.

Also, there are three groups to which the one-man, one-classification rule does not apply: clergymen, news media representatives, and diplomats. Any number of men in these classifications may belong to a Rotary club.

Pgs. 9-11

"Membership Development: Sharing Rotary's Benefits"

A club's best insurance against growing old is to admit a steady stream of younger members. Further, during an average year about ten percent of the members may move away or drop out of a club. Therefore, to simply maintain the status quo in terms of numbers of members, a club needs to recruit that ten percent every year. It is the task of the membership development committee to keep a flow of prospects coming, to gradually enlarge the club with members of high quality.

Pg. 19

"Membership: Lifeblood of the Organization"

Rotary clubs, according to the Standard Club Constitution, provide in their by-laws for detailed procedures for the admission of new members. There is no uniform set of rules that must be adopted by clubs, as long as the provisions of the club's by-laws are not out of harmony with the Standard Rotary Club Constitution and By-laws of Rotary International. The Board of Directors of R.I. has adopted Recommended Club By-laws for consideration by the clubs. What follows are the procedures for admission of membership as provided in the Recommended Club By-laws.

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"Programs: A Richer Understanding of Community and World"

In the Club Service category... the program and membership development committees of a California, U.S.A., club targeted four meetings each year to attract potential members. For one of these, the club engaged the host of a popular television talk show and asked each member to bring a potential candidate for Rotary. A \$25 fine was levied against any member who failed to bring a guest. As a result of that one meeting, 23 qualified men joined the club—and the fines paid the speaker's fee!

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Volume 3, *Vocational Service*

"The Growth of an Idea"

Soon after the 20th century was born, Paul P. Harris, a young lawyer in Chicago, Illinois, U.S.A., had an idea that friendship and business could be mixed and that doing so would result in more business and more friendship for everyone involved. So, with three business friends, he launched what was to become the Rotary movement that has grown until it encircles the earth and now involves nearly a million men.

Pg. 5

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Paul returned to Chicago to open a law office. But making intimate friends—warm, honest companions with whom he could share good fellowship akin to that which he found in the small state of Vermont—was what he wanted most of all. And so he founded a small club—the first of the almost 20,000 Rotary clubs and of many thousands of

similar service clubs that came after—wherein friendship and business were blended to the advantages of both.

Paul recognized the difficulty of bringing business competitors together in fellowship in those days, so he limited membership in his club to one man from each line of business or profession. This was the beginning of Rotary's classification principle of membership, and it created a circle of friends who were not rivals.

Those who joined were men motivated primarily by the business they expected to receive from other club members, but within the club's friendly, non-competitive atmosphere, they soon found something even more satisfying—*fellowship*, the opportunity to confer with and enjoy the friendship of men of other occupations, and of being thoughtful of and helpful to them and the community at large.

As Paul Harris wrote in *My Road to Rotary*: "These early Rotarians helped each other in every way that kindly heart and friendly spirit could suggest. In the main their efforts were directed to keeping each other in business, helping each other to attain success. They patronized each other when it was practical to do so, exerted helpful influence, and gave wise counsel when it was needed."

"Exerted helpful influence" meant that the early Rotarian would encourage his "outside" friends and business associates to patronize his fellow Rotarians. "Wise counsel" was necessary on occasion. A Rotarian's advertising might seem misleading to his club members, or perhaps they might advise him to move his desk into his front office where he could greet his customers.

Chesley R. Perry, the first general secretary of R.I., who served in that position for 32 years, was one of the men

who helped most to make Rotary what it is today. In 1955 he told a Rotary business relations conference at LaSalle, Illinois, U.S.A.: "Well, those early Rotarians were not all angels by any means. There probably were some things in some of their business practices that needed correction. At any rate, not even a fellow Rotarian could be expected to patronize, and much less could he be expected to recommend his friends to, any Rotarian, the quality of whose wares or the reliability of whose service was not of the highest type."

Thus, it became evident to these early Rotarians that if higher business standards were possible they should be discovered and adopted, that the word "Rotarian" in business must be equivalent to the word "sterling" stamped on a piece of silverware.

It was a momentous realization, for it marked the beginning in Rotary of emphasis on ethical business methods, now termed "Vocational Service." It began with the first Rotary club and was an inevitable result of mixing friendship and business.

Pgs. 6-8

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"The distinguishing mark of the commercialism of the 19th century was *competition*—do others before they do you. In this 20th century the human race is approaching wisdom. The distinguishing mark of *this* century is to be *cooperation*. As man comes into the light of wisdom he comes to see that right conduct toward others pays, that business is the science of human service, and that *he profits most who serves his fellows best*." It was a phrase destined to endure.

Next year, at the Portland (Oregon, U.S.A.) Convention, another of Rotary's early leaders spoke of the importance of serving others. Benjamin Franklin Collins, then president of the Rotary Club of Minneapolis, Minnesota, U.S.A., promoted the idea that the proper way to organize a club was through the principle that had been adopted by his club—"Service, not Self." The two slogans, slightly modified to "He Profits Most Who Serves Best" and "Service Above Self," came into use as early as 1911. (They were not officially designated as Rotary mottoes, however, until the 1950 Convention in Detroit, Michigan, U.S.A.)

Pg. 9

"Vocational Service Opportunities"

Daily relations with business or professional associates can provide every Rotarian with opportunities to demonstrate personally to his customers, clients, suppliers, competitors, or colleagues that the ideal of Service can help form a truly solid basis upon which to achieve business and professional success.

Another way for a Rotarian to exert this kind of influence is through membership in a trade, business, or professional association. He should be actively involved not only at the local level, but, if feasible, at provincial, national, and international levels as well.

It is the responsibility of the club's trade and professional relations committee to aid these endeavors by asking Rotarians to report on their activities within their associations, by striving to improve standards of honesty and courtesy in the business and professions represented among the club's membership, and by mobilizing and coordinating the efforts of the club's members in these areas. One of the

most popular ways of doing so is by organizing programs generally known as business relations conferences.

Such a conference may be known by other names—"business clinic," "vocational service rally," "vocational seminar," "vocational assembly." It can embrace a broad spectrum of subjects, or it can be built about one theme chosen for its appeal and importance to the participants. It can be a small conference, such as the one organized by the Rotary Club of Ipoh, Malaysia, in which local businessmen studied the ethical aspects of their trade relations. Alternatively, it can be a large one, organized at the intercity, district, national, or international level, with panels of experts like those who took part in the vocational assemblies at Rotary's 75th Anniversary Convention in Chicago, Illinois, U.S.A. Topics covered included manufacturing, distribution and retailing, the service trades, education, law, and medicine. A good conference will allow experts and participants to face each other directly in discussion and debate. The program may be lightened with entertainment and fellowship.

Pgs. 33-34

"The Case Study Discussion: An Effective Approach to Vocational Problems"

Rotarians began by helping each other; in fact, they recorded the value of business conducted between members each week. The first Rotary club (Chicago, Illinois, U.S.A.) even had a business promotion committee, which in 1915 calculated that about US \$1,750,000 worth of business was exchanged between the club's 265 members! But members soon realized that more was to be gained by exchanging ideas for a different purpose—one that was on a higher plane. By sharing problems encountered in the workplace,

by discussing new business methods—in short, by confronting and sharing the real challenges of their daily occupations—Rotarians discovered the underlying principles and applications of Vocational Service.

This practice continues today in many programs that use the case study approach, which was first introduced as a tool in Rotary at the 1962 International Assembly.

The case study is, of course, nothing new. It had been used successfully for years as a way of instruction in adult management courses and in the highly respected Harvard School of Business in Massachusetts, U.S.A. Adapted to Rotary, it has become a means of gaining and sharing business experience and philosophy, and as such it is valuable to Rotarians in virtually all businesses and professions.

Such an approach involves group discussion of an actual problem that a member is confronting (or has confronted) in his job. The case is reported, discussed, and analyzed.

During the discussion, a discerning listener often comes to see somewhat more than he was able to see by himself, because each person involved in a case study group inevitably sees the case a little differently than do other participants. One consequence of this is that the sure-fire solution proposed by one man may look impractical to the others. If each member then tries to understand why the others think as they do, everyone is in a position to glean more from the discussion than if only one opinion had been considered.

*Latent statistics can be obtained from the *R.I. News* or your copy of *The Rotarian*.

Rotary is an organization of business and professional men united worldwide, who provide humanitarian service, encourage high ethical standards in all vocations, and help build good will and peace in the world.

Others present were _____
(others who are leaders in organizing the club)

The new Rotary club will reflect the spirit of friendship and concern for others which characterizes Rotary everywhere. Rotary's motto is "Service Above Self."

By selecting members from recognized businesses and professions in a community, a Rotary club becomes a cross-section of its business and professional life.

Regular weekly meetings of the Rotary club of _____
(city/town)
 will be held in _____
(name of meeting place)

at _____
(time and day). After formal admission to membership in Rotary International, its charter will be presented by _____
(name/identification of district governor) at a special meeting attended by Rotarians from Rotary clubs in this area.

**Do continuation pages
 of the release on separate
 sheets.**

SUPREME COURT OF THE UNITED STATES

No. 86-421

Board of Directors of Rotary International, et al.,

Appellants,

v.

Rotary Club of Durte, et al.,

Appeal from the Court of Appeal of California, Second
Appellate District.

Further consideration of the question of jurisdiction is
postponed to the hearing of the case on the merits.

November 3, 1986

Justice Blackmun and Justice O'Connor took no part in the
consideration or decision of this case.